

## Summary of Key Questions and Answers From the DeNA IR Day 2023

The following is a summary of the key questions and answers from the DeNA IR Day 2023, held on November 28, 2023.

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| Q1 | Please share the background for the decision to shift from large-scale to small-scale development in the Game Business.   |
| A1 | <p>(Okamura)</p> <p>We are not halting large-scale game development. We are continuing our current strategy and adding this new development approach that we described in the presentation.</p> <p>(Iguchi)</p> <p>In our game portfolio we have both projects under our current strategy and new challenges we are taking on. For the latter, what is key is that we are changing our decision-making method for the middle of the development process. When we have a title with promising KPI we invest and work to grow the title. It can be challenging to assess which measures and monetization will be well-received by users, and amidst that situation it is important to have more opportunities for exploration as that gives us more chances to be innovative. There are also benefits from an organizational perspective. With small-scale development and a multitude of opportunities, we are able to provide challenging assignments, etc.</p> |
| Q2 | For small-scale development in the Game Business, what scale of development fees are you envisioning per game?  |
| A2 | <p>(Iguchi)</p> <p>We expect it will be about half the level of conventional development. This will probably exceed one billion yen, but we will be breaking the development into more minute phases than is the case for conventional development, and we expect to be making decisions about investment scale at each milestone. If we simply follow the trends of rising development and live operations costs it will just end up being a quality fight, so we are exploring creative solutions for our development method and costs to try to grasp what aspects of a game are being enjoyed by users.</p>   |
| Q3 | I am doubtful that simply being a fun game will secure financial performance. What is your view on the mechanisms and logic behind monetization that will lead to higher financial performance?   |
| A3 | <p>(Iguchi)</p> <p>There are a variety of approaches, and the core fun aspect of a game also tends to differ depending on the game. To give one example, there may be a game that has compelling characters, so you might make a point of focusing your measures on taking the enjoyment of those characters one step further, and this would lead to higher monetization rates and retention. It can be hard to speak generally about monetization or provide a one-size-fits-all answer, and that means that having multiple opportunities is important.</p>  |

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| Q4 | On slide 44 of the IR Day 2023 materials you show that the sponsorship revenue for baseball is increasing. Please share the background for this and future outlook.  |
| A4 | <p>(Tsushima)</p> <p>The team has become stronger over the years, cheered on by fans, and our brand has risen, which is all part of that background. Generally sponsors tend to pick strong brands with staying power, and the reverse is also true. For this reason we believe it is important to strengthen our team and enhance the overall content branding to ensure we continue to be a compelling choice for sponsors.</p>  |
| Q5 | What are your expectations for baseball ticket revenue, both in terms of ticket pricing and overall revenue, going forward?  |
| A5 | <p>(Tsushima)</p> <p>We manage each of our seats individually and perform analysis on trends, and we are implementing creative measures such as enhancing our dynamic pricing on an individual seat level. This year was also our recovery year from COVID, so we engaged in a variety of welcoming measures and initiatives, including some free entry, to bring more people to the stadium. I believe there is still room to increase the paid ticket sales ratio next fiscal year and beyond.</p>   |
| Q6 | What is your expected timeframe for the Sports & Community Business expansion? What facility operation method are you planning, and what business model do you envision?   |
| A6 | <p>(Tsushima)</p> <p>We have recently engaged in expanding our areas of operation, including in entertainment and our school business, among others, and we expect to continue to expand our areas of operation gradually. One significant milestone is the opening of the City of Yokohama old city hall district project facility, scheduled in 2026, and another is the 2028 scheduled opening of the Kawasaki Arena City. I believe we can expect revenue increases in the hundreds of millions of yen at those timings. As for the operation of those facilities, we need to still explore aspects of our future investment decision-making, etc. for the mid to long term. As shown on slide 57 of the IR Day 2023 materials, operations of many facilities all around Japan are beginning. In this environment, I believe there is a good possibility that we could pursue business taking on facility operations consignments leveraging our facility management and operations knowhow that we have accumulated. That is one area that we will continue to explore while aiming to expand our business.</p> |
| Q7 | In the Medical Area, it generally takes time to monetize. What are your thoughts on this? Can you elaborate on the initiative with Boehringer Ingelheim mentioned on slide 17 of the IR Day 2023 materials?  |
| A7 | <p>(Sakano)</p> <p>We began with offering solutions, including Join, to medical institutions. Now, we are proposing initiatives to local municipalities that contribute to solving problems in regional medical care, and our business aims to incorporate many stakeholders, including in the government. As a result of this, we expect our initiatives to be larger and have a longer time span, and in some cases a project may be one that can raise</p>  |

the level of medical care for an entire country. One example of such a project we are pursuing is an initiative we announced yesterday with the National Cancer Center Hospital, which has the potential to raise the level of cancer medical care throughout Japan.

Another unique characteristic of Join is the ability to visualize the needs in regional medical settings. Our initiative with the major pharmaceutical company Boehringer Ingelheim in Brazil is one such example. A variety of interactions occur on our platform, and from that data it becomes possible to identify problems, such as lost sales opportunities due to information about medicines not reaching the field as it ought to. We can work together to solve these kinds of problems and create sales opportunities for pharmaceutical companies, which could be a monetization opportunity for us. We are working on furthering this type of initiative with other pharmaceutical companies as well.

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Q8 Are your Medical Area initiatives related to regional medical care in Japan eligible for the payment system for medical services?

A8 (Sakano)

In some cases our initiatives are eligible, and in some not.

In the case of a specialist doctor providing remote support for a non-specialist doctor, for example in the field of stroke, then there is a payment item for hyperacute stroke that can be billed under the Japanese health insurance payment system for medical services. Remote support for certain incurable diseases designated by the Japanese government may also be eligible to be billed under the payment system. But this alone is insufficient. We aim to properly address the issues being faced now in regional medical care. For example, several government agencies have funds and frameworks, such as the Ministry of Health, Labour, and Welfare's comprehensive fund for ensuring regional health and care and the Digital Agency's digital rural city national initiative grant. The budget scope is larger than the payment system for medical services, so we hope to leverage these funds & frameworks and contribute to regional medical care.

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Q9 What is your differentiation factor in the Data Use Business in the Healthcare Area?

A9 (Segawa)

We have moved from the phase where all the industry players are working to expand their data volume vertically, such as within health insurance societies and medical institutions, and instead gone to the phase of expanding horizontally to have more kinds of data. Data is of course an important foundation, but it is not enough on its own. We believe it is important to engage in data use while also having points of connection with people and providing digital services to elderly people, among other efforts. Our business began with providing services to people, and I believe that characteristic will lead to superiority and differentiation for us.

The DeNA Group is also engaging as a group in the Healthcare & Medical Business, including Allm, and we aim to leverage various kinds of data while producing group synergy.

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Q10 How are the data sales going to pharmaceutical companies in the Data Use Business this fiscal year?

A10 (Segawa)

We are still in the middle of the fiscal year, and I cannot share a more detailed forecast at this time, but we are seeing good signs. We believe there is scope for growth in both the number of clients and the transaction value per customer.

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